



LEROY D. BACA, SHERIFF

**County of Los Angeles**  
**Sheriff's Department Headquarters**  
4700 Ramona Boulevard  
Monterey Park, California 91754-2169



September 6, 2011

The Honorable Board of Supervisors  
County of Los Angeles  
383 Kenneth Hahn Hall of Administration  
Los Angeles, California 90012

Dear Supervisors:

**SHERIFF'S DEPARTMENT OVERTIME REPORT BACK**

This correspondence is in response to your Board's March 16, 2010, request for a bi-weekly status report on the Los Angeles County Sheriff's Department's (Department) overtime curtailment efforts and its impact on Department operations. This report reflects the impact on our service levels for the period of July 1, 2011, through July 31, 2011, and how the continued budgetary curtailments erode the Department's public safety mission.

In March 2010, the Department began its 16-month effort to cut \$128 million from our budget through Fiscal Year (FY) 2010-11. The Department is continuing that effort for the current 2011-12 FY. Through the use of the Cadre of Administrative Reserve Personnel (CARP) program, the practice of using overtime funds to fill vacancies has been eliminated. The CARP program entails reassigning the majority of the Department's sworn administrative, investigative, and training staff to line positions, which require mandatory staffing for 20 percent of their work week. This leaves CARP members only 32 hours per week to complete their primary duties.

The Department's overtime expenditures for the period of July 1, 2011, through July 31, 2011, was \$7,059,172. Seventy-eight percent of this expenditure is reimbursable through contracts, grants, or other revenue sources. Factoring out the reimbursable hours reduces the Department's actual expenditure for overtime to \$1,545,253. During this month's reporting period, CARP personnel filled 5,535 positions in lieu of operating with reduced line staff or expending overtime.

The Department met its commitment to cut \$128 million from our budget within the 16-month period through June 2011. The CARP program has been the most effective

*A Tradition of Service*

strategy to achieve this goal. This brings the total number of CARP shifts worked between March 2010, through July 31, 2011, to 63,355.

Although the use of the CARP program has been effective in reducing overtime expenditures, the loss of eight hours of investigative, supervisory, or administrative work per week per CARP participant has had detrimental effects on the Department's operational efficiency. Reported examples of the mounting operational impacts experienced due to CARP and overtime reduction measures during this reporting period include:

- All divisions continue to report delays and an inability to perform their daily duties due to participating in the CARP program. All divisions report a decrease in staff supervision as supervisors CARP into lower level positions and supervisor vacancies are left unfilled.
- Technical Services Division is experiencing continued significant reduction in productivity. Communications and Fleet Management Bureau reports that the Mobile Digital Computer project has slowed significantly due to CARPing. This is critical because the current Mobile Digital Terminal can no longer be repaired or replaced. Scientific Services Bureau reports a continual monthly increase in backlog in the Automated Fingerprint Index System, controlled substance testing, chemical processing, latent print comparison, and homicide comparison cases. Due to the inability to use overtime to cover behind staffing shortages, Records and Identification Bureau reports a continual increase in their inability to complete background checks sought by law enforcement agencies from around the nation, review booking jackets, seal court ordered arrest records, and complete the quality assurance checks for imaged records.
- Leadership and Training Division including, the Civil Litigation Unit, the Discovery Unit, and Field Operations Support Services report delays and the postponements of projects, tasks, and day-to-day duties. The backlog is continuing to increase on a weekly basis. Training Bureau had to cancel training classes and reschedule them due to staffing shortages caused by CARPing.
- Homeland Security Division reports Aero Bureau has been unable to respond to air support calls for service due to staffing shortages. Metrolink detectives have been unable to investigate or complete their cases in a timely manner. Detectives from Transit Services Bureau continue to have an increase in their caseloads and have been unable to follow-up on active cases in a timely manner. Follow-up investigations on pending cases were not completed due to a lack of personnel. Due to CARP responsibilities and prolonged staffing shortages, intelligence sharing with local agencies have been hindered.

- Court Services Division (CSD) reports a continued increase in workload for professional staff due to staffing vacancies and the inability to use overtime. The backlog of requests for service of levies and eviction cases are increasing on a weekly basis. CSD reports an increase in the number of unprocessed collections, which results in a significant amount of unrealized revenue. CARPing requirements and the inability to use overtime have caused delays in keeping up with the demand in requested services. The average number of days to attempt service has increased.
- Custody Division reports that curtailment and partial facility closures have continued to reduce inmate housing, leading to an increase in inmate population density. Loss of administrative and public safety hours have been significant due to CARPing of personnel. The training and scheduling sergeant and deputy were required to CARP to fill line vacancies, which created delays in scheduling standards and training for corrections classes and updating reports. CARP responsibilities also created delays in interviewing and processing work release inmates and electronic monitoring. Follow-up and completions of the monthly inspections are being completed; however, there have been delays in processing the paperwork and completion of proactive reviews of policy and updates (Standards and Compliance).
- Correctional Services Division reports a continued increase in the backlog of administrative projects and reports. Medical Services Bureau currently has a backlog of court order and extradition responses. Inmate Reception Center (IRC) reports delays in the "Quality Control" of inmate jackets, which has a potential to cause over detentions and erroneous releases. Over-the-counter bookings at IRC were periodically closed due to the lack of document control clerks and the inability to hire additional staff utilizing overtime. All document control personnel were moved from the Century Regional Detention Facility (CRDF) to IRC to offset overtime. This reduced 70 or more shifts of clerk overtime per week, but has caused delays in the release process of female inmates at CRDF.
- Field Operations Regions are reporting a significant amount of investigative hours lost due to station detectives being CARPed. Detectives have less time to spend investigating their cases and, as a result, solve rates are affected. Significant hours of direct line supervision, clerical, contract, and County patrol services are lost due to a shortage of personnel. This has resulted in extended response times.
- Detective Division reports there are significant investigative follow-up hours lost due to the CARPing of investigators. Follow-up on leads of active investigations, including homicide cases, are postponed due to the curtailment of overtime and the investigators inability to complete them in a 40-hour work week. There is a

continued reduced level of continuity and efficiency of investigations due to lost hours.

- County Services Bureau reports a delay in processing Executive Force Case Reviews due to CARPing commitments. Significant investigative hours have been lost causing delays in investigations and case follow-up. Cases that are time sensitive are delayed due to CARPing. There are continued delays in processing risk management reports.

The Department is making every effort to ensure public safety is not compromised as a result of our overtime reduction measures. However, despite our best efforts, we have experienced a marked decrease in Departmental efficiency as we strive to fulfill our budgetary obligations. Due to ongoing budgetary curtailments, CARPing will be required to remain in effect during Fiscal Year 2011-12, with the expectation that there will be continued serious impacts on investigations, training, risk management, and administrative operations. Should you have any questions or require additional information, please contact Division Director Victor Rampulla, Administrative Services Division, at (323) 526-5357.

Sincerely,

A handwritten signature in black ink, appearing to read "Leroy D. Baca", written in a cursive style.

LEROY D. BACA  
SHERIFF